

ACRP

REPORT 95

**AIRPORT
COOPERATIVE
RESEARCH
PROGRAM**

Integrating Community Emergency Response Teams (A-CERTs) at Airports

Basic Training Student Guide

Sponsored by
the Federal
Aviation
Administration

TRANSPORTATION RESEARCH BOARD
OF THE NATIONAL ACADEMIES

ACRP REPORT 95

**Integrating Community
Emergency Response Teams
(A-CERTs) at Airports**

Basic Training Student Guide

IEM

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Course Overview

The following is a briefing style format. In this program, students will learn the following in each Unit:

- **Unit 1 Introduction**

What is unique about the airport environment? What do Airport Community Emergency Response Team (A-CERT) members need to know about operational components, procedures, and threats?

- **Unit 2 Airport 101**

How is an airport structured, controlled, and generally operated? Who are the key players? What are the basic distinctions between operational areas typically located on an airport facility?

- **Unit 3 Airport Facilities and Tour**

What are the functional areas of an airport (e.g., airside, landside, public areas, sterile areas) and where are they located?

- **Unit 4 Airport Threats and Challenges**

What are the natural and human-caused threats to airport operations?

- **Unit 5 Airport Security**

What are the necessary security features of the airport? Which agencies (e.g., U.S. Department of Homeland Security [DHS], Transportation Security Administration [TSA]) are involved, and how do they function?

- **Unit 6 Airport Access and Escort Procedures**

What are the access requirements, and who meets these requirements? Who needs escorting, who does the escorting, and how is it done?

- **Unit 7 Roles and Responsibilities**

Which agencies are involved in the operation of an airport? What are these agencies responsible for?

- **Unit 8 Command and Control**

What general mechanisms are in place to direct and control A-CERT response and recovery activities in the airport environment?

- **Unit 9 A-CERT Communications**

How will the A-CERT establish communications in an airport response and effectively communicate with other airport responders?

- **Unit 10 Airport Safety**

What are the hazards associated with working within the airport environment? Where are these hazards commonly located, and how can they be avoided?

- **Unit 11 A-CERT Resources**

Depending on the expected response or recovery activity, what resources will be available to A-CERT members for airport operations? Where are the resources located and accessed? How are they managed? What resources will A-CERT members be required to provide?

- **Unit 12 Public Information**

According to the procedures established by the Airport Emergency Plan (AEP)/Emergency Operations Plan (EOP), how should A-CERT members best interact with the public?

- **Unit 13 Additional A-CERT Training**

What additional and ongoing training opportunities will be available? What training is required of A-CERT members to maintain proficiencies?

Objectives

By the conclusion of this program, participants should be able to do the following:

- Identify the functional areas of an airport.
- Be familiar with various agencies within the airport community and their responsibilities.
- Be aware of the natural and human-caused threats to airport operations.
- Know the necessary airport security features and their purpose.
- Understand the airport access and escorting requirements and who needs access or escorting.
- Understand the dangers in an airport and the related safety procedures.
- Understand key A-CERT operational functions common to all response operations and compatible with the needs of the airport response framework.

Airport CERT Student

CERT basic training class IS-317 is the suggested prerequisite to the A-CERT Program training.

It is also recommended that A-CERT students maintain their credentials and undergo and/or maintain current criminal background checks.

Scope

The scope of this program includes the following:

- Introduction
- Airport 101
- Airport Facilities and Tour
- Airport Threats and Challenges

- Airport Security
- Airport Access and Escort Procedures
- Roles and Responsibilities
- Command and Control
- A-CERT Communications
- Airport Safety
- A-CERT Resources
- Public Information
- Additional A-CERT Training
- Program Summary

Estimated Completion Time

6 hours of instruction + 1 hour lunch = 7-hour day

Notes

A suggested time plan for this program is as follows:

Introduction	15 minutes
Airport 101	10 minutes
Airport Facilities and Tour (as needed)	45 minutes
<i>Break</i>	10 minutes
Airport Threats and Challenges	30 minutes
Airport Security	20 minutes
<i>Break</i>	10 minutes
Airport Access and Escort Procedures	20 minutes
Roles and Responsibilities	20 minutes
<i>Lunch</i>	60 minutes
Command and Control	30 minutes
A-CERT Communications	20 minutes
<i>Break</i>	10 minutes
Airport Safety	40 minutes
A-CERT Resources	20 minutes
<i>Break</i>	15 minutes
Public Information	15 minutes
Additional A-CERT Training	15 minutes
Program Summary	10 minutes
Evaluation	5 minutes
Total Time	7 hours

Note: Some airports may require more time for a tour based on their needs and size.

Remarks

The first priority is rescuer safety (e.g., using safety equipment, working with a buddy, performing a thorough size-up). CERT members cannot help anyone if they become victims.



UNIT 1

Introduction

The Community Emergency Response Team (CERT) concept was developed by the City of Los Angeles Fire Department in 1985.

After September 11, 2001, Citizen Corps was launched to strengthen community safety and preparedness.

The A-CERT Training Program extends the role of CERT into airports to supplement airport management needs and promote a more efficient response.

Instructional Units

This program provides an orientation to airport operations that will facilitate the use of the CERT program at airports of all sizes. Participants will be provided instruction that will familiarize them with the airport environment and important A-CERT operational considerations for responding in that environment.

- Airport 101
- Airport Facilities and Tour
- Airport Threats and Challenges
- Airport Security
- Airport Access and Escort Procedures
- Roles and Responsibilities
- Command and Control
- A-CERT Communications
- Airport Safety
- A-CERT Resources
- Public Information
- Additional A-CERT Training
- Program Summary

—End of Introduction—

Airport 101

Unit Objectives

- Airport ownership and management structure
- Airport management role
- Tenants
- Number of airport employees
- Non-aeronautical uses

Airport Ownership and Management Structure

- Part of city, county, other
- Municipality, airport authority, other
- Chain of command and organizational structure (e.g., board of directors, staff)

Airport Management Role

- “Landlord” manages property and leases
- Provides public services (e.g., transportation, concessions, information)
- Provides public safety and protection

Tenants

- Airlines, cargo, businesses, Air Traffic Control (ATC)

Number of airport employees

Non-aeronautical Uses

Unit Summary

- Airport ownership and management structure
- Airport management role
- Tenants
- Number of airport employees
- Non-aeronautical uses

—End of Airport 101—



UNIT 3

Airport Facilities and Tour

Unit Objectives

- Security
- Safety
- Airside
- Landside
- Other structures
- Current projects or special events
- Public assistance
- Airport emergency plan (AEP)/emergency operations plan (EOP)

Airports are busy and complex facilities designed to accommodate the flow of aircraft arrivals and departures. They require designated areas for aircraft operations, airport operations (e.g., airline, ground maintenance, facility personnel), and the general public. Although airports vary in size and complexity, all must develop procedures and coordinate operations that meet the unique needs of their facilities.

During the tour, your instructor will explain and discuss the physical layout of the airport facilities, airport/tenant operations, and public assistance areas (e.g., offices, first aid, shelters).

Your instructor will also provide a brief overview of what you will see on the tour, including facilities, structures, terminal areas, and safety areas. In addition, your instructor will point out the functional areas of the airport and the regulations that pertain to that area, the functional flow of each operation, and the security zones.

Tour Security

- Escorting
- Objects not allowed in secured areas
- Other security concerns

Tour Safety

- Possible hazards
- Noise protection
- Other safety concerns

Airport Facilities

- Airside
 - The portion of an airport that contains the facilities necessary for the operation of aircraft. Airside involves a system of aircraft movement areas (e.g., runways, taxiways, ramps) associated with activities in support of aircraft operations. Access to airside is controlled.
- Landside
 - The portion of an airport that provides the facilities for the processing of passengers, cargo, freight, and ground transportation vehicles. Landside areas include public parking areas, walkways, ground transportation facilities, and all other non-airside areas.
- Other structures
 - Terminal buildings and other airport operations buildings may be considered to be on the boundary between airside and landside areas and may therefore need to be designed to accommodate the requirements of both areas.
- Current construction projects or special events

Public Assistance

- Airport offices
- Security offices
- Information booths
- First aid resources
- Shelters
- Telephones
- Other

Airport Emergency Plan (AEP)/Emergency Operations Plan (EOP)

Unit Summary

- Security
- Safety
- Airside
- Landside
- Other structures
- Current projects or special events
- Public assistance
- Airport emergency plan (AEP)/emergency operations plan (EOP)

—End of Airport Facilities and Tour—



UNIT 4

Airport Threats and Challenges

Unit Objectives

- Natural threats
- Human-caused threats
- Mitigation, response, and recovery: common methods

There are two major types of threats to airports:

- Natural
- Human-caused

Natural Threats

Natural threats come in many forms and levels of intensity ranging from mild to severe. They can cause personal injury, property damage, and disruptions to normal airport operations. Specific natural threats vary across different parts of the country. Some examples include earthquakes, tornadoes, high winds, ice storms, snowstorms, thunderstorms, flooding, hurricanes, volcanic eruptions, wildfires, tidal waves, landslides, mudslides, and droughts.

Human-Caused Threats

Human-caused threats may also vary by location and may also have a small or large impact on the community and the normal operation of an airport. Some examples include aircraft accidents, electrical failures, structure or fuel fires, hazardous material (HazMat) releases or spills, terrorist attacks, cyber-attacks, labor strikes, protests, and pandemic flu.

Mitigation, Response, and Recovery: Common Methods

Even though threats vary in form and intensity, in most cases they can be addressed with the following common methods for mitigation and response.

- *Emergency planning* and *hazard analysis* is critical, as planning and response preparation is the primary method of preventing and/or lessening the effects of a disaster, also known as *disaster mitigation*. All airports are unique and require emergency planning tailored to their specific attributes and hazards.

Even though threats may come in many forms and their impacts may vary from minor to devastating, they often share common methods for mitigation and response.

- Incident Command System (ICS) includes the equipment resources and personnel working within a common National Incident Management System (NIMS) organizational structure. It is responsible for the management of resources to effectively direct and control the response to an incident.
- Training and exercise builds the capacity of responders, equipment, and resources through education, practice, and testing.
- Communications and information management are critical components of disaster management. Effective and timely sharing of information supports the maintenance of a common operation picture that will help keep responders up-to-date.
- Resources are defined as personnel, equipment, and facilities. Effective access, coordination, and management of resources are critical components of incident management because once a resource is tied up or depleted, there is no further capability to respond to an incident.
- Recovery operations are actions that restore operations back to normalcy. After a disaster, the majority of the heavy lifting is often accomplished by volunteer organizations. This is where CERT teams may be most valuable, as an extended incident response can exhaust paid personnel and their resources.

Question

Why is CERT an important part of resource management?

Unit Summary

- Natural threats
- Human-caused threats
- Mitigation, response, and recovery: common methods

—End of Airport Threats and Challenges—



UNIT 5

Airport Security

Unit Objectives

- History of airport security
- Airport security issues
- Chain of command
- Types of airport security threats
- Security types
- Security training and threat-reporting procedures

Airports develop the Airport Security Program (ASP) to protect the public and deter criminal activity. These plans are considered Security Sensitive Information (SSI) and are shared on a need-to-know basis only. They are coordinated closely with the AEP/EOP.

History of Airport Security

- The Federal Aviation Administration (FAA) established airport and airline security regulations in 1972 primarily to address a series of airline hijackings and other criminal threats. The security regulations were established under Federal Aviation Regulation (FAR) Part 107, "Airport Security" and FAR Part 108, "Airplane Operator Security" to provide control of access to the AOA and prohibit explosives, incendiary, or deadly/dangerous weapons aboard commercial aircraft. Since these regulations applied to commercial air carriers and airports certified for air carrier service, there were no mandates for smaller, general aviation airports to establish and maintain an airport security plan.
- The terrorist attacks carried out on September 11, 2001, changed the way our nation views aviation security. President George W. Bush signed into law the Aviation and Transportation Security Act on November 19, 2001. This law created the TSA within the U.S. Department of Transportation (transferred to DHS, November 2002). TSA became the federal agency responsible for security in all modes of transportation and assumed the federal regulations overseeing aviation security. The FAA's security regulations Part 107 and Part 108 were revised and renumbered in Transportation Statistics Annual Report (TSAR) Part 1542, "Airport Security" and TSAR Part 1544, "Aircraft Operator Security: Air Carriers and Commercial Operators."

Airport Security Issues

- Secured areas vs. non-secured/public areas
- Airport ID Procedures
- Security identification display areas (badging required)

- Vehicle identification procedures
- Public access/public protection
 - Perimeter fencing, gates, locked doors, etc.

Chain of Command

- Airport security (on-site)
 - Public persons and property protection
- Local city/county law enforcement
- State law enforcement
- Federal law enforcement
 - TSA regulatory personnel oversee security regulations governing airlines and airports
 - TSA local screeners screen and protect persons and luggage prior to boarding aircraft
 - The U.S. Department of Homeland Security and the Federal Bureau of Investigation (FBI) oversee large-scale and terrorism incidents

Types of Airport Security Threats

- Terrorism
- Vandalism
- Theft
- Accidental incursions by the public
- Wildlife
- Unreasonable response times from local authorities

Security Types

Airports follow several types of security procedures. Different procedures may or may not be in use at a given airport, depending on its size and its role in the national system.

Airports deter threats with the following types of security:

- Physical security
 - Physical security is achieved through design, protective barriers, lighting, access control, lock and key, guards, fences, walls, gates, and directed personnel and vehicular traffic patterns.
 - TSA is responsible for airline security such as screening passengers and luggage.
 - Airport security is responsible for the airport security plan, regulations, physical property, and perimeter security.
- Electronic security
 - Electronic security includes intrusion detection sensors for movement and chemicals, electric eyes, closed circuit television, proximity badges, remote controlled locks, call boxes, and computer controlled access systems.
- Procedural security
 - In accordance with 49 Code of Federal Regulations (CFR) Part 1542—Airport Security, procedural security includes credentials, background checks, pre-approved policies, visitor logs, escorts, soft barriers such as stanchion and rope lines that direct pedestrian traffic, and vehicle, personnel, baggage and cargo searches.¹

¹ CFR, Title 49: Transportation. <http://www.ecfr.gov/cgi-bin/text-idc?c=ecfr;sid=fee7d5a3d0c627ed53c28883dd646f3f;rgn=div5;view=text;node=49%3A9.1.3.5.10;idno=49;cc=ecfr>.

- For general aviation airport facilities, procedural security may include key control, securing aircraft, increased vigilance of personnel, and implementation of the airport community watch program.
- Guards
 - Guards include security personnel such as airport police or security, and Transportation Security Officers (TSOs). Security guards provide observer and over-watch of personnel and physical protection of critical access points and may be on scene as prescribed by TSA. Each commercial service airport is required to have a law enforcement officer (LEO) on-site for commercial airline activities. Non-LEOs may perform other duties as determined by the airport administration.
- Security personnel
 - Security personnel include airport police, security officers, Transportation Security Officers and Federal law enforcement agents from TSA, Customs and Border Protection, etc. Security personnel provide observer and over-watch of travelers and other persons at the airport and physical protection of critical access points and may be on scene as prescribed by TSA. Each commercial service airport is required to have a law enforcement officer (LEO) on-site for commercial airline activities. Non-LEOs may perform other duties as determined by the airport administration.
- Cyber security
 - Cyber security measures include limiting access to computers, network equipment, email and internet; using firewalls and temporary passwords; separating and isolating networks; and physical patrol and inspection for misplaced wires, radio frequency equipment, and unauthorized personal electronics.

Security Training and Threat-Reporting Procedures

- Airport Security Training Procedures for A-CERT Volunteers
 - Background checks, credentialing, Security Identification Display Area (SIDA) badging, etc.
 - Familiarization with Airport Property
- Reporting Procedures
 - It is essential that every airport employee, tenant, user, or A-CERT member be familiar with the procedures for reporting unusual or suspicious activity on airport property.
 - Note: TSA recommends that general aviation airports use the GA-SECURE Hotline (866-GA-SECUR) to report suspicious activity. This program was developed in partnership with the National Response Center and launched in 2002.

Unit Summary

- History of airport security
- Airport security issues
- Chain of command
- Types of airport security threats
- Security types
- Security training and threat-reporting procedures

—End of Airport Security—

Airport Access and Escort Procedures

Unit Objectives

- Escort authority
- Escort restrictions
- Access layers
- Public areas
- Sterile areas
- Aircraft movement/non-movement areas
- Escort procedures
- Escort into sterile areas
- Airport badge types
- Vehicle escort
- Violations

Escort Authority

Escorts should be assigned to individuals based upon operational need, including the following:

- Individuals attending a meeting.
- Individuals providing a service (e.g., repair, inventory, delivery).
- Individuals working on a temporary basis who will not be issued a permanent airport identification badge.
- Individuals who are in the process of getting a permanent badge and are awaiting the results of their background check.

An individual with escort authority may accompany non-badged personnel in the sterile and restricted areas of the airport. Escorts are responsible for the following:

- Notifying the escorted individual that he or she is in a security controlled area.
- Keeping the escorted individual under observation at all times.
- Ensuring that the individual under escort does not bring prohibited items into a restricted area unless required for operational purposes (e.g., tools).

The following individuals may be restricted from being escorted:

- Individuals who already have an airport identification badge but do not have it with them. If they have forgotten or misplaced their badge, they must either retrieve their badge or pay for a replacement.
- Individuals who have cleared the background check but do not have a badge—once the background check is complete, the person must obtain a permanent badge.

Access Layers

To maintain functional order and security, the airport establishes and maintains several layers of access for both personnel and motor vehicles.

Details on the layer(s) of access specific to the airport the A-CERT will be supporting should be defined and provided in accordance with the ASP.

ASP documents vary from airport to airport and may include descriptions of many security-related areas such as the Air Operations Area (AOA) or the SIDA. Public access to security-related areas is restricted, and A-CERT members will be trained based on the expected response needs of the A-CERT sponsoring agency.

Public access areas include

- Public areas
- Sterile areas

Public Areas

Public areas consist of passenger ticket counters, baggage claim, concessions, maintenance areas, intermodal and ground access areas such as ingress and egress routes to the terminal building, parking garages, rental car facilities, public transportation, and other airport support areas. Specific permission is not required to access public areas.

Additional public areas may include vendor storage, employee daycare and workout facilities, pet areas, and business centers. Often, a general aviation terminal is co-located with a fixed-base operator (FBO) and includes administrative areas, flight planning, pilot lounges, and meeting and training rooms.

Sterile Areas

Sterile areas are areas inside the passenger screening perimeter and include passenger boarding gates, duty-free shops, and other passenger-only vendors.

Escort Into Sterile Areas

Individuals being escorted into the sterile area must be screened for prohibited items. This applies to escorts coming from either the public or secure (ramp) areas.

Individuals being escorted into the sterile area are not required to have their names checked against the FBI watch lists.

Once the individual has been screened, he or she may be escorted into the SIDA and back to the sterile area without going through screening again, provided continuous observation of the individual has been maintained. If a screened individual leaves the sterile area and enters a public area, he or she must be rescreened before reentering the sterile area.

Other Restricted Areas

Other restricted areas that may be encountered include the Airport Operations Area (AOA), which includes aircraft movement and non-movement areas and all areas where airplanes are located. Movement areas include taxiways, runways, ramps, etc. Non-movement areas are where

airlines park or stage their airplanes for service, refueling, and passenger boarding and de-boarding. Restricted areas may also include a SIDA where a badge issued by the airport must always be displayed.

The airport's administration and tenants may elect to designate other sections of the airport as part of the aircraft movement or non-movement area as well.

People with access to the aircraft movement area include airport administration, police/security, fire, airport operations, airport maintenance, select vendors, aircrews, other airline employees, service personnel, and passengers (post-screening).

Aircraft Movement/Non-movement Areas

The aircraft movement and non-movement areas include all areas where airplanes are located. Movement areas include taxiways, runways, ramps, etc. Non-movement areas are where airlines park or stage their airplanes for service, refueling, and passenger boarding and de-boarding.

The airport's administration and tenants may elect to designate other sections of the airport as part of the aircraft movement or non-movement area as well.

People with access to the aircraft movement area include airport administration, police/security, fire, airport operations, airport maintenance, select vendors, aircrews, other airline employees, service personnel, and passengers (post-screening).

Escort Procedures

During an event, one of an airport's greatest needs may be for additional escorts. With appropriate training and access, A-CERT members may be able to fill this role.

Airports establish and maintain escort procedures for personnel and motor vehicles to maintain functional order, safety, and security and to reduce threats. Escort procedures must adhere to the airport's FAR Part 139 Certification manual and all TSA regulations.

Each airport has specific needs and procedures for escorts. Following are the basic principles of escort procedures:

- Escort authority
- Escort into sterile areas
- Badge types
- Vehicle escort
- Violations
- Additional escorting questions

The escort procedures specific to the airport the A-CERT will be supporting should be defined and provided in accordance with the ASP.

Note: Escort procedures vary widely by airport and need. As an example, the following section was adapted from Salt Lake City International Airport's escort procedures.² Please follow the airport's specific policies and procedures as described in its ASP.

² <http://www.slcairport.com/badging/cmsdocuments/Escorts-Procedure.pdf>.

Airport Badge Types

Airport badge types in use may include the following:

Temporary Badge

- Issued to individuals who will not be issued a permanent airport identification badge but will be working at the airport for a temporary period.
- Issued to those for whom a background check is pending.
- Temporary badges may be used to work in both the SIDA and sterile areas.

Visitor Badge

- Visitor badges are issued to visitors under escort to attend meetings and make site visits, conduct inventory, and make deliveries in the SIDA.
- The permanent badge holder is accountable for controlling visitor badges and must return them to the security office when they are no longer needed.
- Visitor badges do not authorize entry into the sterile area.

Sterile Area Pass

- Each airport has its own procedures for badging, which are articulated with FAA and TSA.

Vehicle Escort

Vehicles entering the secure area under escort must first be inspected. This inspection includes a search of the vehicle and driver. The driver under escort must display either a temporary badge or a visitor badge on their person.

Violations

- Reporting
- Access denied
- Local, state, and federal penalties

Unit Summary

- Escort authority
- Escort restrictions
- Access layers
- Public areas
- Sterile areas
- Aircraft movement/non-movement areas
- Escort procedures
- Escort into sterile areas
- Airport badge types
- Vehicle escort
- Violations

—End of Airport Access and Escort Procedures—

Roles and Responsibilities

Unit Objectives

- Mutual-aid agencies
- Airport (sponsor) agencies
- Federal agencies
- State agencies
- Local agencies
- Private agencies
- Public groups
- Volunteer agencies

The airport has developed and maintains an AEP/EOP to address foreseeable emergencies and promote efficient response. AEPs/EOPs include the roles and responsibilities of airport personnel. A-CERT volunteers may supplement the AEP/EOP by performing certain functions to assist the airport. A-CERT's roles and responsibilities at an airport may or may not be similar to those in the community.

A-CERT Roles and Responsibilities

A-CERT members may represent the “public face” of an airport during a disaster, so it is important to behave professionally. A-CERT personnel may engage with the public when they perform some of the following duties:

- Conduct damage assessments
- Staff family support centers
- Augment evacuation efforts
- Conduct airport debris inspections and removal
- Serve as drivers
- Provide scene security assistance
- Assist with search and rescue
- Provide assistance with mass casualty patient transport
- Conduct facility supplies review (e.g., first aid kits)
- Serve as interpreters

Mutual-Aid Agencies and Roles

In an event such as an aircraft accident involving substantial damage and fatalities, airport resources will be devoted to actions such as initial response and providing assistance to the National Transportation Safety Board (NTSB). Airports may rely on outside agencies with

mutual-aid agreements, including Federal, State, local, private, and nonprofit agencies and organizations.

Stakeholders may include the following:

- **Airport (Sponsor) Agencies** such as airport owner; airport authority; airport administration; airport operations and maintenance; airport rescue and firefighting (ARFF); and airport security. Local chain of command should be followed.
- **Federal agencies** such as the FAA; TSA; ATC; U.S. Department of Transportation (DOT); NTSB; FBI; Customs and Border Protection (CBP); Immigration and Customs Enforcement; DHS; Federal Emergency Management Agency (FEMA); U.S. Department of Energy; Occupational Safety and Health Administration (OSHA); U.S. Department of Health and Human Services; Centers for Disease Control and Prevention (CDC); Environmental Protection Agency (EPA); and the military.
- **State agencies** such as state aviation offices; the state department of transportation; the state department of energy; state police/highway patrol; state emergency management agencies (EMAs); the state OSHA; the state department of health and human services; and state environmental agencies.
- **Local agencies** such as community police; fire; emergency medical services (EMS); emergency management; health and human services; public works; and the airport authority or aviation department of the state, county, or local government in charge of managing the airport.
- **Private companies** such as air carriers, air cargo carriers, FBOs, car rental companies, airport-based businesses, airport vendors, contracted airport and terminal service providers, airport suppliers, retail businesses, media, and construction companies. In some cases, private companies may include contracted airport ARFF or security companies.
- **Public groups** such as strandeers, survivors, family members, spontaneous volunteers, curiosity seekers, and event spectators.
- **Volunteer agencies** such as United Service Organizations (USO); the American Red Cross; animal rescue; the Salvation Army; and other volunteer organizations active in disasters (VOADs).

Airport (Sponsor) Agencies

Airport (sponsor) agencies are the various airport entities required to operate the airport and vary depending on the size and complexity of the facility. There are several types of ownership for public use airports (e.g., airport authority, municipal airport management, contracted management).

- An airport authority is a quasi-government entity recognized as an independent local government entity that owns and operates the airport. A local, state, or county government may stand up an aviation division to create an airport authority to manage one or several airports in their jurisdiction. The airport authority assumes responsibility for airport operations.
- Airport management is tasked with the overall responsibility for the administration and day-to-day operation of the facility.
- Airport security is responsible for traffic, criminal control, and crowd control.
- ARFF is responsible for aircraft rescue and firefighting, search and rescue, responding to explosions, and HazMat operations.
- Airport operations and maintenance is responsible for the routine and preventive maintenance on the airfield as well as grounds and snow removal operations.

Federal Agencies

Federal agencies have unique roles. No single agency is in charge; administration depends on the event or incident.

- The FAA has the authority to regulate and oversee all aspects of civil aviation in the United States.
- The Transportation Security Administration (TSA), which includes the Federal Air Marshal Service (FAMS) and airport aviation screeners at airports across the country, provides passenger and baggage security screening and general airport security.
- Air Traffic Control (ATC) is an element of the FAA that provides air traffic control to aircraft both on the ground at airports (i.e., when in the aircraft movement area), and en route. ATC functions may be contracted.
- The Department of Transportation (DOT) oversees federal highway, air, railroad, maritime, and other transportation administration functions including the FAA.
- The National Transportation Safety Board (NTSB) is an independent U.S. government investigative agency responsible for civil transportation accident investigation.
- The FBI serves as both a federal criminal investigative body and an internal intelligence and counterintelligence agency.
- Customs and Border Protection (CBP) is responsible for identifying, investigating, and dismantling vulnerabilities regarding the nation's border, economic, transportation, and infrastructure security.
- The Department of Homeland Security (DHS) is responsible for protecting citizens from and responding to terrorist attacks, human-caused accidents, and natural disasters.
- FEMA coordinates the response to and mitigation of disasters that overwhelm the resources of local and state authorities.
- The Centers for Disease Control and Prevention (CDC)'s Quarantine Station serves to limit the introduction of infectious diseases into the United States and to prevent their spread.
- The Environmental Protection Agency (EPA) is responsible for protecting human health and the environment by writing and enforcing regulations.
- In certain situations or airports, the military may be responsible for evacuation, supplies, or other duties such as fire protection.

State Agencies

State agencies also share in different roles, depending on the event.

- State aviation offices oversee state airports and aviation operations (e.g., crop dusting, private airfields).
- State police/highway patrol enforce safety of motorists and traffic laws on interstate highways, and support local police departments.
- The state homeland security agency is responsible for protecting citizens from and responding to terrorist attacks, human-caused accidents, and natural disasters.
- The state EMA coordinates the response to and mitigation of disasters that overwhelm the resources of local authorities.
- The state OSHA falls under the state department of labor and is responsible for ensuring safe and healthy work environments.
- The state department of health and human services is responsible for protecting the public health and providing essential human services to people such as medical care, sheltering, and feeding.

- The state environmental agency is responsible for monitoring chemical or hazardous material spills.

Local Agencies

Local agencies may or may not be responsible for incident response depending on airport ownership and whether the airport has requested help. Some airports already have their own police/security, fire, and EMS departments. However, they would not have their own health and human services, public works, or emergency management departments.

- Local police are responsible for traffic control, crime control, and crowd control.
- Local fire agencies are responsible for search and rescue, fire, explosions, and HazMats.
- EMS is responsible for medical response, stabilization, and transportation of injured people.
- The local department of health and human services is responsible for protecting the public health and providing essential human services such as medical services, sheltering, and feeding.
- Public works and utilities departments have a range of responsibilities including water and wastewater system operations, solid waste collection, recycling, conservation programs, streets, parks, buildings, and vehicles.
- Local EMA coordinates the response and mitigation to disasters that overwhelm the resources of local agencies.
- Local health departments coordinate the response and mitigation of health emergencies including pandemics and quarantines.

Private Companies

Private companies provide FBO services, fuel, food, mechanics, construction, computers and telephones, taxis, buses, and more to airports. They may also provide unexpected services such as security, fire, and EMS.

- FBOs provide services to airplane owners including mechanics, fueling, baggage handling, and passenger services. FBOs vary widely in size and accommodations depending upon the airport, the customer base, and the capital the FBO has to invest in its infrastructure.
- Airport services include any number of contractors that support airport operations such as ground maintenance, electricians, food vendors, and mechanics.
- Airlines rent space and purchase services from the airport to conduct the business of flying people and products.
- Suppliers provide food, fuel, tires, office supplies, information technology (IT) services, maintenance, administrative services, parking, livery, baggage, and shipping.
- Media, such as news crews, are often at airports interviewing airport workers and the general public. They serve a valuable purpose to airports; however, only the airport authority should provide them with information.
- Construction companies and their subcontractors may have restricted access to various areas of an airport.

Public Groups

Incidents or events attract crowds. Some people may be a part of the incident, while some are there to help, and others may be there only to watch.

- *Strandees* are passengers who have been stranded by canceled flights and may need care, food, and shelter.
- *Survivors* are victims of an incident.
- *Family members* are people related to strandees, survivors, workers, or the general public.
- *Spontaneous volunteers* are people who show up to an incident site and want to help; they may or may not be a part of a VOAD.
- *Curiosity seekers* are people who want to watch the response to an incident.

Volunteer Agencies Active in Disaster (VOADs)

VOADs can serve as an important component of an airport's surge and support staffing plan, as they can provide necessary support and services during planned and unplanned events.

- USO provides programs and services to military troops.
- The American Red Cross is a volunteer-led, humanitarian organization that provides emergency assistance and disaster relief such as food and shelter.
- Animal rescue is composed of multiple groups who provide care, food, and shelter to animals that may be stranded.
- The Salvation Army is a faith-based volunteer humanitarian organization that provides emergency assistance and disaster relief such as food and shelter.
- CERTs are volunteer emergency workers trained in basic disaster response to supplement existing emergency responders in the event of a major disaster.
- The Civil Air Patrol (CAP) is a congressionally chartered, federally supported, nonprofit corporation that serves as the official civilian auxiliary of the U.S. Air Force. CAP is a volunteer organization that performs three key missions: emergency services, which includes search and rescue (by air and ground) and disaster relief operations; aerospace education for youth and the general public; and cadet programs for teenage youth.

Unit Summary

- Mutual-aid agencies
- Airport (sponsor) agencies
- Federal agencies
- State agencies
- Local agencies
- Private agencies
- Public groups
- Volunteer agencies

—End of Roles and Responsibilities—



UNIT 8

Command and Control

Unit Objectives

- Alert and notification
- Mobilization of A-CERT
- A-CERT staging area
- Emergency operations center (EOC)
- Accountability
- Incident Command System (ICS)

Initiating an A-CERT for airport response requires coordination with response procedures in accordance with the AEP/EOP. Certain core mechanisms and procedures common to the mobilization of A-CERT member resources for airport response are discussed here.

Consistent with national directives, it is recommended that the systematic approach to emergency response known as NIMS be used to facilitate command and control functions through ICS. This approach is all the more important in airport emergency response considering the multitude of potential federal, state, and local agencies serving in varying roles in the aviation industry.

Alert and Notification

Alert and notification of A-CERT should be coordinated with local jurisdictions and may vary depending on the nature of the emergency. Examples of methods of alert and notification may include the following:

- Telephone notification to A-CERT team leaders
- Pagers
- Communication radios
- County dispatch center notification procedures
- Other electronic notification methods or use of cell phone networks

Mobilization of A-CERT

Mobilization encompasses the processes and procedures used by all organizations for activating, assembling, and transporting resources requested to respond to or support response to an incident.

An established community CERT program may already have procedures in place for mobilizing members; these procedures may need to be augmented to meet the specific needs of an

A-CERT response. In the case of a dedicated A-CERT program, mobilization may require dedicated areas and processes to ensure a reliable activation of resources.

A-CERT Staging Area

A staging area is a pre-arranged area where support response personnel, vehicles, and other equipment can be located and held for response. A-CERTs and airport sponsors should coordinate these areas in advance, depending on the nature of the emergency, to avoid confusion and facilitate efficient response. Examples of potential A-CERT staging areas might include the following:

- Dedicated A-CERT space in airport building
- Airport ARFF station
- Airport maintenance facility
- Airport landside parking area

Emergency Operations Center (EOC)

An EOC is a specific physical location that operates in support of incident management activities. An EOC may be temporarily designated or located in a more permanent facility on the airport.

In emergency situations, A-CERTs will need to coordinate with the command staff and EOC operations. A-CERT members should be familiar with the conditions under which the AEP/EOP will activate the EOC, where it will be located, and the relevant resources it contains. In these instances, A-CERT coordination will be required with the command staff and EOC operations.

Accountability

Several methods are used to ensure accountability in emergency response. It is important that an A-CERT develop an effective system of accountability for personnel in emergency response. The AEP/EOP or local emergency management agencies may prescribe methods of accountability ranging from simple sign-in procedures to badging to complex tagging systems.

Incident Command System (ICS)

As defined by NIMS, ICS principles are commonly used for airport emergency response. A-CERT members should be familiar with these procedures consistent with airport response. Some basic ICS principles include the following:

- Using common terminology
- Working through an Incident Commander or Unified Command structure
- Participating in Incident Action Planning

Types of Incident Command System Structures

During an event, the most qualified person at the scene is designated as the Incident Commander; he or she provides overall leadership for the incident response.

Unity of command means that every individual reports to a designated supervisor at the scene of the incident.

Chain of command is the orderly line of authority within the ranks of the incident management organization.

Note: To maintain unity of command and safety of responders, the chain of command must NOT be bypassed.

Unit Summary

- Alert and notification
- Mobilization of A-CERT
- A-CERT staging area
- Emergency operations center (EOC)
- Accountability
- Incident Command System (ICS)

—End of Command and Control—

A-CERT Communications

Unit Objectives

- Purpose
- Site-specific communications plan and protocol

Airport communications is a complex, multiagency, multi-method function at any airport and is critical to safe airport operations. Small airports might only use direct person-to-person handheld radios or phone-to-phone communications, while large and complex commercial carrier airports require their own communications/telecommunications switchboard and many require 24/7 functionality.³

During a response, A-CERT volunteers will communicate with airport staff, tenants, and mutual-aid agencies by radios, telephone, and call-out procedures.

Many airports integrate their communications with police, aircraft rescue and firefighting, security, and emergency operations command and control systems. Also, communications at airports may need to be integrated with off-site facilities such as major hospital networks in the area, and major national FAA Air Traffic Control infrastructure communications centers to effect safe air travel.

Air Traffic Controllers are responsible for the direct control of aircraft and communicate with aircraft on secure VHF and UHF (military) frequencies. It is a federal offense to communicate on an active air traffic control frequency without proper authorization.

On the airfield, two-way communications with the air traffic control tower is mandatory. Individuals speaking to air traffic control are usually escorts or resident experts on the airfield who have the required training and an AOA driver's license.

Communications with ground personnel to the tower are via two-way handheld radios on HF or UHF frequencies. In instances of single-incident or very limited work on or near a controlled movement area, handheld radios will be provided by the air traffic control tower or airfield management upon request.

Airports must have an integrated crash net that ties together all key agencies for coordination during an aircraft emergency event. These agencies include ARFF, air traffic control, airfield management operations, emergency responders, airport police/security, TSA, and local hospitals.

³ Hoertner, S. (2001). The Airport Management Primer. Association of Airport Executives. Article retrieved from <http://www.secaaae.org/PRIMER.pdf>.

Communications Plans and Protocols

Unit Summary

- Purpose
 - Site-specific communications plan and protocol
- End of A-CERT Communications—**

Airport Safety

Unit Objectives

- Aircraft movement area safety concerns
- Aircraft safety
- Moving vehicle safety
- Electrical safety

Certain dangers are inherent in daily airport operations. Your instructor will point out airport-specific safety hazards, which may include hazardous locations, materials, or equipment. Your instructor will explain how to avoid these hazards altogether as well as how to operate safely in or around hazards.

Examples of potential safety hazards include the following:

- AOA
- Fuel farms
- De-icing areas and products
- Chemicals
- Areas where falling is a risk
- Electrical hazards
- Aircraft (including military aircraft)
- Moving service vehicles
- Airport structures

The most hazardous areas on airports are typically found on controlled airside facilities. A general understanding of safety concerns is critical for an A-CERT tasked with responsibilities in or near hazardous areas. **Important: Aircraft always have the right-of-way.**

Aircraft Movement Area Safety Concerns

A-CERT members need to be aware of the following safety concerns common in the aircraft movement area:

- Jet blast and prop wash
- Aircraft noise
- Aircraft traffic
- Vehicle traffic
- Foreign object debris (FOD)
- Machinery and tools
- HazMats (e.g., oxygen, aircraft/vehicle fuels, liquid nitrogen)

A-CERT members also need to use **proper safety apparel** and **personal protection equipment** and be familiar with the **Public Evacuation Plan**, the location of **shelters**, etc. **Note: Always remain at a safe distance uphill and upwind from aircraft.**

Aircraft Safety

Many types of aircraft, including piston and turbine aircraft, may be present on the airport. Besides the above-mentioned movement area concerns, the aircraft themselves also contain hazards that can be exacerbated during an incident. These hazards may include the following:

- Fuel
- Propellers
- Engines
- Oxygen systems
- Hydraulic systems
- Batteries
- Electrical hazards
- Ballistic parachute systems
- Tires under pressure
- Smoke
- Other hazardous materials or cargo

Fuel Types

The two basic types of aviation fuel are aviation gas (AvGas) and jet fuel. AvGas is similar to automobile gas and has a low flash point. Jet fuel is similar to kerosene and has a high flash point.

Moving Vehicle Safety

In addition to moving aircraft, other objects and vehicles including cars/trucks, forklifts, and tractors move around an airport to support aircraft and airport operations, servicing, and maintenance. All airports have ramp operating procedures that follow FAA guidance and directives, which may include driver training programs. Aircraft always have the right-of-way.

A busy aircraft parking apron is an inherently dangerous place that requires the utmost attention and caution, as there is a higher likelihood of being struck by vehicles or mobile aircraft service equipment. Safety measures include the following:

- Training: Responders should be trained on how to minimize vulnerability.

Note: General ramp safety training for FAR Part 139 operations is mandated by the FAA and is usually delivered by video. Airports planning on using CERT members in the aircraft movement/non-movement area need to ensure all FAA safety training requirements are met.

- High-visibility safety apparel: Responders should wear high-visibility safety apparel meeting the requirements of the International Safety Equipment Association “American National Standard for High-Visibility Safety Apparel” and labeled as ANSI 107 standard performance for Class 1, 2, or 3 risk exposures; eye and ear protection; and proper clothing addressing the elements in cold weather/exterior conditions.
- Temporary traffic barriers: When available, these barriers should be placed to protect pedestrians; examples include a temporary roadblock, road barrels, caution tape, or parked vehicles.

- Speed reduction: The speed of vehicular traffic can be reduced by setting up funneling, turns, or other route changes.
- Defined activity area: Traffic flow can be diverted from incident work areas to minimize exposure to risk.
- Safety plan: A safety officer should be designated by the Incident Commander to conduct a basic hazard assessment and develop a plan for the incident work site.

Electrical Safety

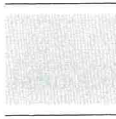
- Always use caution when working near electricity. Electrical hazards can cause burns, shocks, electrocution, and death.
- Assume that all overhead wires are energized at lethal voltages; never assume that a wire is safe to touch even if it is down or appears to be insulated.
- Have a qualified electrician inspect any electrical equipment that has had contact with water before energizing it.
- If working in damp locations, inspect electrical cords and equipment to ensure that they are in good condition and free of defects; use a ground-fault circuit interrupter (GFCI).⁴
- **Note:** If airfield access is granted, volunteers need to understand that the **airfield lighting is high voltage** and they need to **stay clear of any damaged electrical systems**.

Unit Summary

- Aircraft movement area safety concerns
- Aircraft safety
- Moving vehicle safety
- Electrical safety

—End of Airport Safety—

⁴ OSHA Quick Card. http://www.osha.gov/Publications/electrical_safety.html.



UNIT 11

A-CERT Resources

Unit Objectives

- Member-provided supplies
- Additional resources

Examples of resources that may be provided to A-CERT members include safety equipment, accountability identification, vests, shirts, and a drawing or grid map of the airport showing key locations and staging areas.

Additional resources might also include first aid supplies, triage supplies, mass casualty supplies, food/water, cots, shelters, storage, radios, flashlights, and ground transportation.

A-CERT members should also bring their own supplies, such as a disaster kit, eye and ear protection, boots, reflective vests, a clear rain poncho, appropriate credentials, and gloves. Hats and scarves should not be worn on the flight line, but jackets with attached hoods are allowed.

Established community CERT programs may have access to or areas for storage of supplies and equipment that can be transported to staging areas at the airport. An airport may also designate dedicated areas for A-CERTs to house the necessary resources required to meet their responsibilities. These considerations will vary widely and are dependent on the local A-CERT program.

Resource management is required to track supplies, maintain inventories, provide documentation, and manage the financial aspects of A-CERT resources.

Unit Summary

- Member-provided supplies
- Additional resources

—End of A-CERT Resources—

Public Information

Unit Objectives

- Emergency public information
- Dealing with the media

During response and recovery operations, A-CERT members may find themselves in a position that requires interaction with the public. For example, public interaction can occur when operating a phone bank, directing people to shelter areas, working with family reunification centers, manning a checkpoint, or engaging with the media. During these interactions, volunteer participants need to have a clear understanding of and adhere to airport expectations regarding dissemination of information.

Emergency Public Information

A-CERT members that are tasked with providing emergency public information such as directing the general public to storm shelters should coordinate with airport officials or Incident Command to ensure they provide accurate information and locations.

Engaging with the Media

Specific airports may have established procedures for dealing with the media. Some considerations may include the following:

- Inquiries should be directed to the Public Information Officer (PIO) or Incident Command.
- A-CERT members serving as PIOs will support the Incident Command's PIO.
- Failure to effectively coordinate information can lead to mismanagement of resources and even serious harm.

Working through a PIO

When using the ICS, the Incident Commander may disseminate information through a PIO. A-CERT members, under direction of the CERT PIO, may expect to support phone banks, direct people to the correct areas, and provide intelligence or information back to the Incident Command's PIO to assist them in preparing more accurate and effective responses.

CERT members should respectfully refer all questions to the PIO or Incident Command. Misinformation or uncoordinated information can be dangerous and may cause resources,

personnel, and efforts to be deployed in the wrong direction. For example, you may see someone dressed as a first responder moving into a specific geographic area of the incident and assume that area has already been searched for survivors, when in fact that person may be disoriented, wounded, or looking for help.

Unit Summary

- Emergency public information
- Dealing with the media

—End of Public Information—

Additional A-CERT Training

Unit Objectives

- Ideas for additional training

This program provides the basic A-CERT training. It is critical, however, that the A-CERT continues to work with the airport sponsoring agency to remain coordinated on airport response procedures and expectations for continued A-CERT involvement. Examples of reasons for needed coordination and ongoing training may include the following:

- To update contact information
- To participate in AEP/EOP review
- To maintain proficiencies
- To practice airport response procedures

A-CERT Participation in Airport Emergency Exercises

Many airports are required to conduct emergency plan exercises. A-CERT could play an important role in participating in these exercises, including practice and evaluation of A-CERT responsibilities, review of procedures, or even playing victims as part of a mock exercise.

A-CERT Re-currency Training

An A-CERT should work with the airport to participate in opportunities to maintain proficiencies. Examples of ways to accomplish this may include the following:

- Conducting regular A-CERT training
- Participation in airport drills
- Periodic meetings with airport fire personnel or staff
- Presenting available area Emergency Responder course offerings to A-CERT members

A-CERT Driver's Training

Airports may require completion of an Aircraft Operations Area (AOA) driver's training program. Airports may provide A-CERT members with this training for airfield functions if necessary and applicable.

Additional Training

Additional examples of beneficial training include training in radio communications, equipment use, airport familiarization, and escort procedures.

Unit Summary

- Ideas for additional training

—End of Additional A-CERT Training—

Program Summary

Airport CERT Program Lessons Learned

Airport 101

What the general governance structure of the airport is, how it is operated, and who the key players are.

Airport Facilities and Tour

What the functional areas of an airport are (i.e., aircraft movement area, public areas, sterile areas) and where they are located.

Airport Threats and Challenges

What the natural and human-caused threats to airport operations are.

Airport Security

What the necessary security (DHS/TSA) features are and how they function.

Airport Access and Escort Procedures

What the access requirements are and who meets these requirements. Who needs escorting, who does the escorting, and how is it done.

Roles and Responsibilities

Which agencies are involved with the operation of an airport and what their responsibilities are.

Command and Control

How overall A-CERT command and control functions such as alerts, mobilization of resources, and staging are conducted.

A-CERT Communications

How to establish A-CERT communications among A-CERT, the airport, and other responding agencies.

Airport Safety

What the safety procedures and hazards are at the airport and how to operate safely around these hazards or avoid them.

A-CERT Resources

What resources are available to or required of A-CERT members and where they are located, accessed, and managed.

Public Information

What the airport policies and procedures are for disseminating information to the public or dealing with the media.

Additional A-CERT Training

What additional training and resources are available to A-CERT members.

Resources and Additional Material

Resources

The following is a list of additional resources:

- **American Association of Airport Executives**
http://www.aaae.org/about_aaa/
- **FAA Acronyms**
<http://www.faa.gov/airports/resources/acronyms/>
- **FAA Aircraft Rescue and Fire Fighting (ARFF)**
http://www.faa.gov/airports/airport_safety/aircraft_rescue_fire_fighting/
- **FAA Airport Safety Resources**
http://www.faa.gov/airports/airport_safety/
- **National CERT Website**
<http://www.fema.gov/community-emergency-response-teams>
- **Transportation Research Board, Airport Cooperative Research Program**
<http://www.trb.org/ACRP/ACRP.aspx>

Definitions

Air Carrier Operation: The takeoff or landing of an air carrier aircraft, including the period of time from 15 minutes before until 15 minutes after the takeoff or landing.⁵

Airport Operating Certificate: A certificate, issued under 14 CFR Part 139, for operation of a Class I, II, III, or IV airport.⁶

Air Operations Area (AOA): Geographic location that includes aircraft movement area, aircraft parking areas, loading ramps, safety areas, and any adjacent areas (such as general aviation areas) that are not separated by adequate security systems, measures or procedures. This area does not include the secured area.⁷

Airport: An area of land or other hard surface, excluding water, that is used or intended to be used for the landing and takeoff of aircraft, including any buildings and facilities.⁸

⁵ <http://www.ecfr.gov/cgi-bin/text-idx?c=ecfr&SID=ec6249cd7a6be8e994005a3da6f0704e&rgn=div8&view=text&node=14:3.0.1.1.14.1.3.3&idno=14>

⁶ *Ibid.*

⁷ Pg 1, http://www.faa.gov/documentLibrary/media/Advisory_Circular/150_5210_5d.pdf.

⁸ Pg A-7, http://www.faa.gov/air_traffic/publications/ATPBs/AIM/aim.pdf.

ASP	Airport Security Plan
CAP	Civil Air Patrol
CBP	Customs and Border Protection
CDC	Centers for Disease Control and Prevention
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CPR	Cardiopulmonary Resuscitation
DHS	U.S. Department of Homeland Security
DOT	U.S. Department of Transportation
EMA	Emergency Management Agency
EMS	Emergency Medical Services
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FAR	Federal Aviation Regulation
FBI	Federal Bureau of Investigation
FBO	Fixed-Base Operator
FEMA	Federal Emergency Management Agency
HazMat	Hazardous Material
IC	Incident Commander
ICS	Incident Command System
IT	Information Technology
LEO	Law Enforcement Officer
NIMS	National Incident Management System
NTSB	National Transportation Safety Board
OSHA	Occupational Safety and Health Administration
SIDA	Security Identification Display Area
TSA	Transportation Security Administration
TSAR	Transportation Statistics Annual Report
USO	United Service Organizations
VIP	Very Important Person
VOAD	Voluntary Organizations Active in Disaster

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